

## ***Production Cooperative Development Strategies: Management, HR, Digitalization, and Partnerships***

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### ***Abstract***

*Production cooperatives in Indonesia through an examination of various empirical studies and relevant literature. The focus of the study is directed at cooperatives in the production sector such as handicrafts, food, and processing of agricultural products that represent the potential of a community-based economy. The research method uses a literature study approach by combining sources from scientific journals, research reports, and credible digital references. The results of the study show that production cooperatives face various obstacles, including weak institutional management, limited access to capital, low capacity of human resources, and the suboptimal use of digital technology in marketing and production. In addition, the low level of member participation in decision-making and supervision also affects the performance of cooperatives. On the other hand, cooperatives that are able to implement good organizational governance, innovate products and marketing, and build partnerships with the government, universities, and the private sector have proven to be more adaptive and competitive. Thus, the production cooperative development strategy needs to be directed at strengthening internal capacity, increasing innovation, and optimizing partnership networks to encourage business sustainability and improve member welfare.*

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#### ***Keywords:***

*Production Cooperatives;  
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## **INTRODUCTION**

The central role of Micro, Small, and Medium Enterprises (MSMEs) and cooperatives in supporting the people's economic foundation demands immediate and comprehensive strategic attention. Despite its great potential, the sector consistently

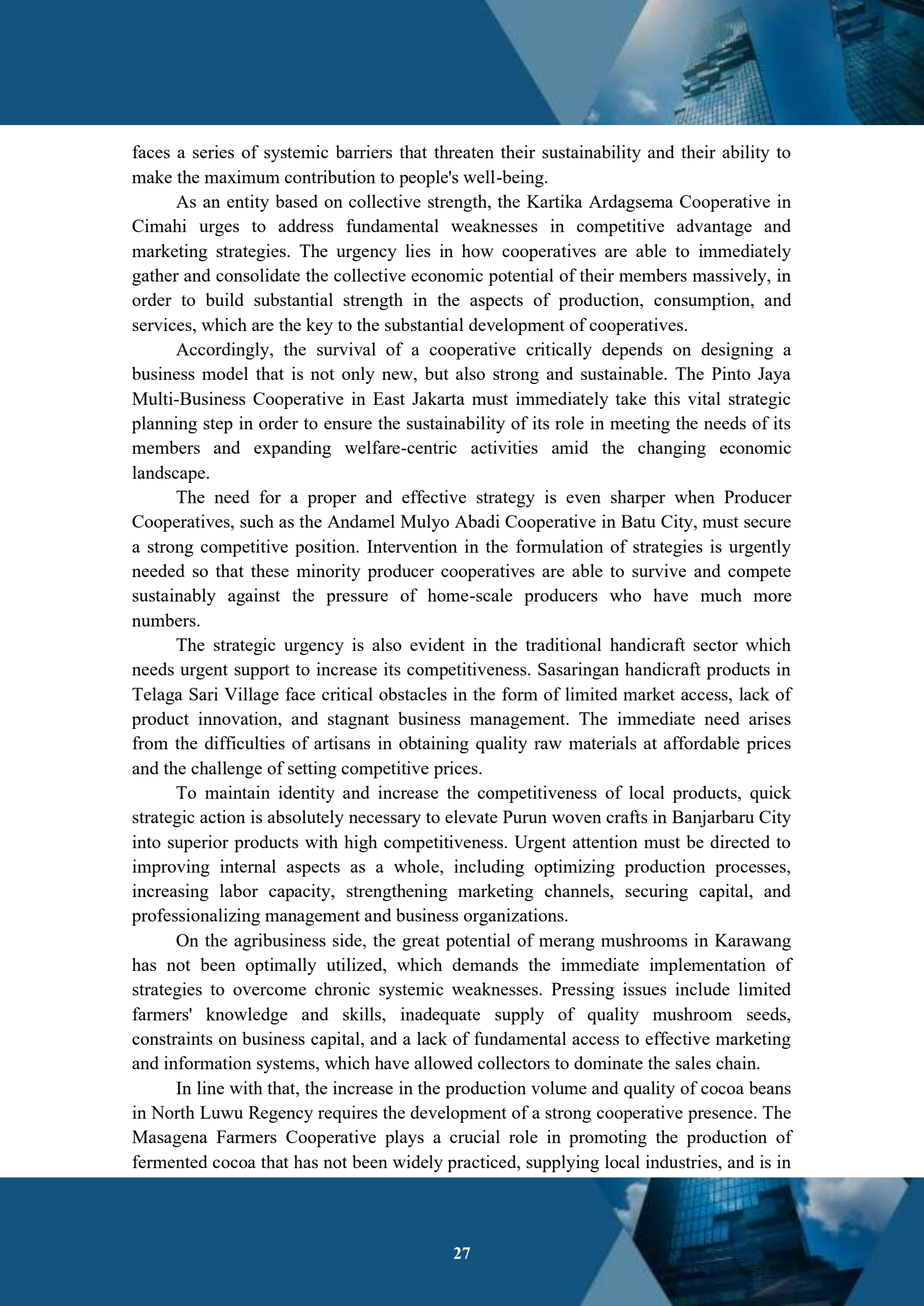
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faces a series of systemic barriers that threaten their sustainability and their ability to make the maximum contribution to people's well-being.

As an entity based on collective strength, the Kartika Ardagsema Cooperative in Cimahi urges to address fundamental weaknesses in competitive advantage and marketing strategies. The urgency lies in how cooperatives are able to immediately gather and consolidate the collective economic potential of their members massively, in order to build substantial strength in the aspects of production, consumption, and services, which are the key to the substantial development of cooperatives.

Accordingly, the survival of a cooperative critically depends on designing a business model that is not only new, but also strong and sustainable. The Pinto Jaya Multi-Business Cooperative in East Jakarta must immediately take this vital strategic planning step in order to ensure the sustainability of its role in meeting the needs of its members and expanding welfare-centric activities amid the changing economic landscape.

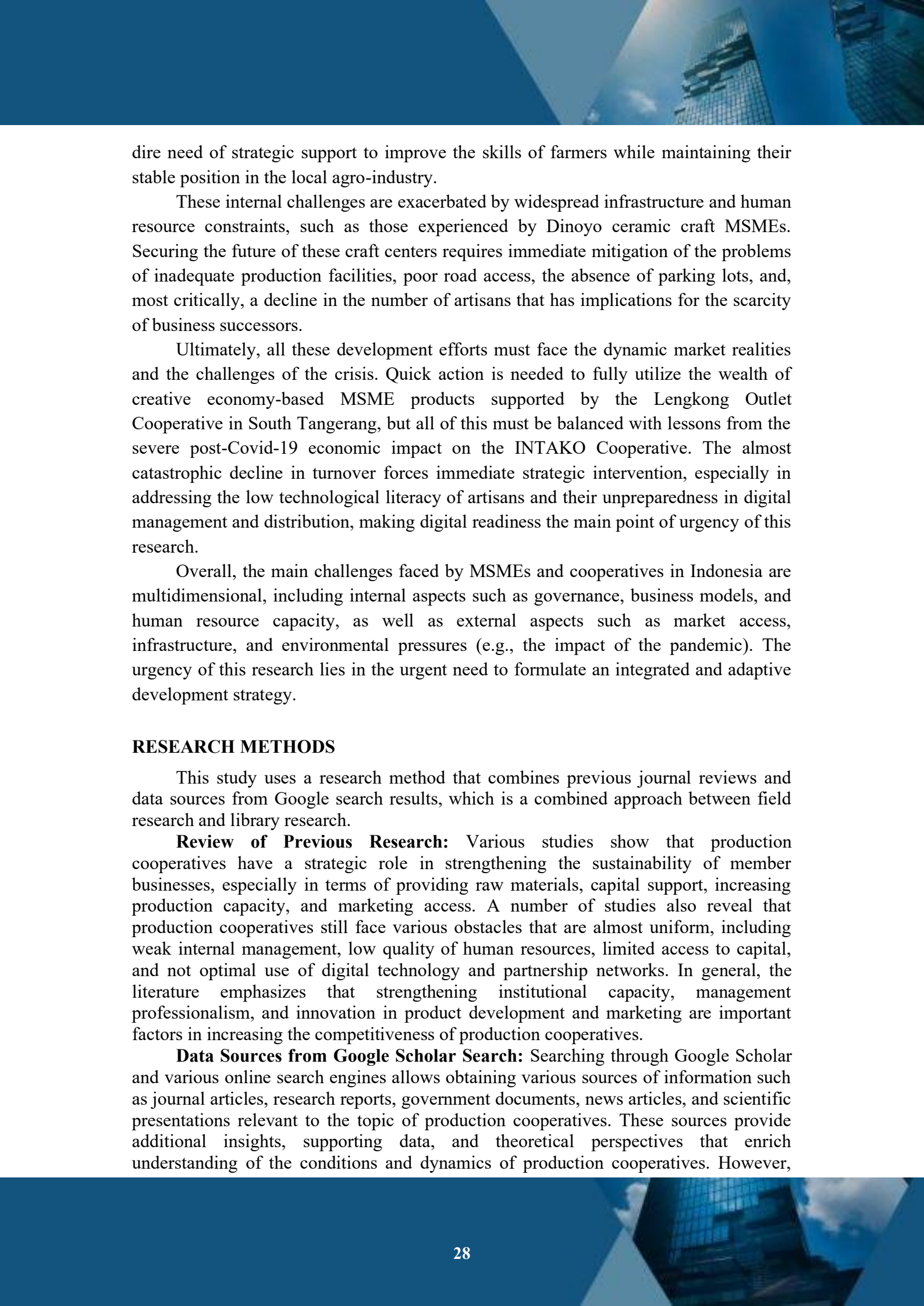
The need for a proper and effective strategy is even sharper when Producer Cooperatives, such as the Andamel Mulyo Abadi Cooperative in Batu City, must secure a strong competitive position. Intervention in the formulation of strategies is urgently needed so that these minority producer cooperatives are able to survive and compete sustainably against the pressure of home-scale producers who have much more numbers.

The strategic urgency is also evident in the traditional handicraft sector which needs urgent support to increase its competitiveness. Sasaringan handicraft products in Telaga Sari Village face critical obstacles in the form of limited market access, lack of product innovation, and stagnant business management. The immediate need arises from the difficulties of artisans in obtaining quality raw materials at affordable prices and the challenge of setting competitive prices.

To maintain identity and increase the competitiveness of local products, quick strategic action is absolutely necessary to elevate Purun woven crafts in Banjarbaru City into superior products with high competitiveness. Urgent attention must be directed to improving internal aspects as a whole, including optimizing production processes, increasing labor capacity, strengthening marketing channels, securing capital, and professionalizing management and business organizations.

On the agribusiness side, the great potential of merang mushrooms in Karawang has not been optimally utilized, which demands the immediate implementation of strategies to overcome chronic systemic weaknesses. Pressing issues include limited farmers' knowledge and skills, inadequate supply of quality mushroom seeds, constraints on business capital, and a lack of fundamental access to effective marketing and information systems, which have allowed collectors to dominate the sales chain.

In line with that, the increase in the production volume and quality of cocoa beans in North Luwu Regency requires the development of a strong cooperative presence. The Masagena Farmers Cooperative plays a crucial role in promoting the production of fermented cocoa that has not been widely practiced, supplying local industries, and is in



dire need of strategic support to improve the skills of farmers while maintaining their stable position in the local agro-industry.

These internal challenges are exacerbated by widespread infrastructure and human resource constraints, such as those experienced by Dinoyo ceramic craft MSMEs. Securing the future of these craft centers requires immediate mitigation of the problems of inadequate production facilities, poor road access, the absence of parking lots, and, most critically, a decline in the number of artisans that has implications for the scarcity of business successors.

Ultimately, all these development efforts must face the dynamic market realities and the challenges of the crisis. Quick action is needed to fully utilize the wealth of creative economy-based MSME products supported by the Lengkong Outlet Cooperative in South Tangerang, but all of this must be balanced with lessons from the severe post-Covid-19 economic impact on the INTAKO Cooperative. The almost catastrophic decline in turnover forces immediate strategic intervention, especially in addressing the low technological literacy of artisans and their unpreparedness in digital management and distribution, making digital readiness the main point of urgency of this research.

Overall, the main challenges faced by MSMEs and cooperatives in Indonesia are multidimensional, including internal aspects such as governance, business models, and human resource capacity, as well as external aspects such as market access, infrastructure, and environmental pressures (e.g., the impact of the pandemic). The urgency of this research lies in the urgent need to formulate an integrated and adaptive development strategy.

## RESEARCH METHODS

This study uses a research method that combines previous journal reviews and data sources from Google search results, which is a combined approach between field research and library research.

**Review of Previous Research:** Various studies show that production cooperatives have a strategic role in strengthening the sustainability of member businesses, especially in terms of providing raw materials, capital support, increasing production capacity, and marketing access. A number of studies also reveal that production cooperatives still face various obstacles that are almost uniform, including weak internal management, low quality of human resources, limited access to capital, and not optimal use of digital technology and partnership networks. In general, the literature emphasizes that strengthening institutional capacity, management professionalism, and innovation in product development and marketing are important factors in increasing the competitiveness of production cooperatives.

**Data Sources from Google Scholar Search:** Searching through Google Scholar and various online search engines allows obtaining various sources of information such as journal articles, research reports, government documents, news articles, and scientific presentations relevant to the topic of production cooperatives. These sources provide additional insights, supporting data, and theoretical perspectives that enrich understanding of the conditions and dynamics of production cooperatives. However,

each source still needs to go through a critical selection and evaluation process to ensure its reliability, validity, and suitability for research needs, so that the information used can be scientifically accounted for.

The combination of the study of previous research results and the use of digital-based data sources allows researchers to:

1. Gain a deeper understanding of the concepts, strategies, and challenges of production cooperative development based on existing theories and empirical findings.
2. Identify various obstacles, problems, and research gaps that have not been widely studied, especially related to aspects of marketing, innovation, and member participation.
3. Collect more actual and contextual supporting data, especially related to market developments, field conditions, and business challenges in the digital era.
4. Develop an analytical framework and formulate research focus more systematically based on the integration of various relevant information sources.
5. Provide a more comprehensive and objective picture of the conditions, opportunities, and development strategies of the production cooperative being studied.

**Table 1.** Characteristics of the articles analyzed

Name Writer	Research Objectives	Participants	Design and Data Collection Methods	Findings	Implication
Anisa Setyawati, Nurul Umi Ati, Eternal Rachmatullah Putra (2024) <sup>5</sup>  Indonesia (Malang City)	Analyzing the development strategy of Dinoyo ceramic handicraft MSMEs to improve the community's economy.	Head of Industry Division of Diskopindag, Chairman of the Association, and Ceramic Craftsmen.	Descriptive Qualitative. Techniques: Observation, Interview, Documentation (Analysis of Miles, Huberman & Saldana models).	The strategy is effective but constrained by facilities/infrastructure, a decrease in craftsmen's human resources, and market competition. Supporting factors: craftsmanship skills & raw materials.	Government capital assistance, brand registration guidance (NIB) for KUR access, and assistance with modern production tools are needed.
Ernawati, Ratih Hurriyati, Puspo Dewi Dirgantari (2021) <sup>6</sup>  Indonesia (Banjarbaru)	Formulating a strategy for the development of Purun woven handicrafts as a regional superior product.	45 Purun weaving craftsmen (2 groups) in Purun Village.	Qualitative. Techniques: Interviews, Observations, Documents (SWOT Analysis & Porter's Intensive Strategy).	Purun has great potential. The right strategy is market penetration, business strengthening, and product development. Constraints: business management & regeneration.	The need for entrepreneurship training, technology-based regeneration of craftsmen, and government support in promotion/exhibitions.
Luthfi Nur'azkiya, Suhaeni, I Putu Eka Wijaya (2020) <sup>7</sup>	Formulating a strategy for the development of merang mushroom	Stakeholders (related agencies), experts,	Qualitative Descriptive. Techniques: In-depth Interview, SWOT	12 strategies (SO, WO, ST, WT) are described into 28 programs (Routine	The implementation of the 5-year road map (2020-2024) includes routine counseling, seed certification, and the

<sup>5</sup>Setyawati, A., Ati, N. U., & Putra, L. R. (2024). IMPROVING THE COMMUNITY'S ECONOMY (Study at the Malang City Industrial and Trade Cooperative Office) Department of Public Administration, Faculty of Administrative Sciences, Islamic University of Malang, Jl. MT Haryono 193 Malang, 65144, Indonesia Masyarakat t Introduction. 18(2), 18–32.

<sup>6</sup>Ernawati, Ratih Hurriyati, Puspo Dewi Dirgantari (2021). Strategies for the development of Purun woven handicrafts to increase competitiveness. 17(229), 27–40.

<sup>7</sup>Luthfi Nur'azkiya, Suhaeni, I. P. E. W., & Wijaya, E. (2020). STRATEGY FOR THE DEVELOPMENT OF STRAW MUSHROOM AGRIBUSINESS IN KARAWANG REGENCY, WEST JAVA PROVINCE Strategy for Straw Mushroom Agribusiness Development in Karawang Regency, West Java Province. 1(1).

Name Writer	Research Objectives	Participants	Design and Data Collection Methods	Findings	Implication
Indonesia (Karawan)	agribusiness to prosper farmers.	extension workers, farmers, and traders.	Analysis, & Strategic Architecture.	& Staged). The main problem: human resources, seeds, and capital.	development of mushroom agro-tourism.
Gojali Supiandi, Adji Widodo, Yhonanda Harsono (2022) <sup>8</sup> Indonesia (South Tangerang)	Examining the creative economy-based MSME development strategy at the Lengkong Outlet Cooperative.	20 informants (cooperative managers, academics, MSME actors, observers).	Qualitative. Techniques: Observation, Interview, Documentation (SWOT Matrix Analysis).	Selected strategy: SO (Growth). Problems: limited capital, simple tools, less marketing, and IPR.	It needs soft credit programs, human resource training, legal product development (IPR), and marketing digitalization.
David Andreas, Dodik Ridho Nurrochmat, Setiadi Djohar (2020) <sup>9</sup> Indonesia (Jakarta/Tangerang)	Designing a future business model for the development of KSU Pinto Jaya.	Internal (Chairman, Supervisor, Manager, Member) & External (PT Chingluh Trade Union, Cooperative Office).	Qualitative Descriptive. Teknik: Business Model Canvas (BMC), SWOT, Blue Ocean Strategy, FGD.	Business model innovations: 1. Forming a trading business unit (other than savings and loans), 2. Digitization (website/application). Strategy: Hold and Maintain with innovation.	Cooperatives need to recruit IT personnel, develop management information systems, and partner with distributors for trade units.
Ahmad Fajar Mauliddin, Agus Sumanto (2022) <sup>10</sup> Indonesia (Batu City)	Analyzing the development strategy of the Andamel Mulyo Abadi Producer Cooperative to be able to compete.	Vice Chairman of the Cooperative and Head of Banaran Village (Purposive Sampling).	Descriptive Quantitative. Techniques: IFE, EFE, IE, SWOT, and QSPM matrices.	Matrix Position IE: Cell V (Hold & Maintenance). 3 QSPM priority strategies: Maintain quality, empower the younger generation, and innovate services.	It is necessary to regenerate members (young people) for innovation, as well as improve the discipline of compulsory membership dues.
Dhofirortun Nadifah, Windiani (2024) <sup>11</sup> Indonesia (Sidoarjo)	Exploring forms of community participation in the development of MSMEs in the post-pandemic INTAKO Cooperative.	Heads of Cooperatives, Managers, Supervisors, MSME Actors, Discoperindag, Students.	Qualitative (Phenomenology). Techniques: Observation, Interview, Documentation (9P & Participatory Marketing Mix Analysis).	Digital marketing is hampered. High participation in implementation, low in decision-making/evaluation. Solution: 9P Strategy.	There is a need for inclusive team formation (mentors, regular discussions), consistency of the 9P strategy, and continuous digitalization training.
Arini Hardjanto, Listhin Cristi Jhuny, Ujang Sehabudin (2024) <sup>12</sup> Indonesia (North Luwu)	Analyze the role and strategy of the Masagena Farmers Cooperative in improving the production/quality of cocoa beans.	Chairman of Cooperatives, farmers, Government, Private Sector (PT ABC, PT XYZ), NGO.	Descriptive Qualitative & Quantitative. Techniques: Interview, IFE Matrix, EFE, IE, SWOT.	Matrix Position IE: Cell V (Hold & Maintain). Strategy: Market penetration & product development (organic/fermented cocoa).	Improving soil quality, implementing resilient agriculture (agroforestry), and developing working areas to the highlands.
Yayang Ayu Nuraeni (2022) <sup>13</sup> Indonesia (Cimahi)	Testing the influence of marketing strategy on the sales performance of the	Owners of companies/co operatives and financial departments.	Qualitative Descriptive. Techniques: Field Study (Observation, Interview) &	Cooperatives implement marketing mix (4P) & STP. Strengths: Location & HR.	It needs a customer loyalty program, product diversification according to community needs, and information technology

<sup>8</sup>Supiandi, G., Widodo, A., Harsono, Y., Economy, F., Business, D., Pamulang, U., South, T., Cooperatives, P., Creative, E., & Micro, U. (2022). THE DEVELOPMENT STRATEGY OF SMALL AND MEDIUM ENTERPRISES (SMES) IS BASED ON. 2(2).

<sup>9</sup>Andreas, D., Nurrochmat, dodik ridho, & Setiadi djohar. (2020). mOdeL biSniS DEVELOPMENT STRATEGY PINTO JAYA multi-business cooperative. 6(2), 313–324.

<sup>10</sup>Mauliddin, A. F., & Sumanto, A. (2022). Analysis of development strategies in the Andamel Mulyo Abadi producer cooperative in Batu City. 5(3), 1402–1413.

<sup>11</sup>Nadifah, D., & Development, D. S. (2024). MSME Development Strategy in INTAKO Cooperatives Post-Covid-19 Pandemic: Marketing and Participation Mix Theory Perspective. 3(1), 97–109.

<sup>12</sup>Hardjanto, A., Jhuny, L. C., & Sehabudin, U. (2024). Cooperative Development Strategy to Improve the Production and Quality of Cocoa Beans in the Masagena Farmers Cooperative in North Luwu Regency. Sec. 3(2), 76–89.

<sup>13</sup>Nuraeni, Y. A. (2022). Marketing strategy in increasing sales in store units at the Kartika Ardagsema Cooperative, Cimahi City. 1, 19–26.

Name Writer	Research Objectives	Participants	Design and Data Collection Methods	Findings	Implication
	Kartika Ardage Ardage Cooperative store unit.		Literature (SWOT Analysis).	Cons: Limited capital & technology.	optimization.

## RESULTS AND DISCUSSION

Based on an analysis of ten studies on production cooperatives (handicraft sectors, food, and agribusiness) in Indonesia, it is possible to get an idea that the main problems of cooperatives tend to recur in various regional contexts and types of businesses. The biggest and most fundamental challenge is in the internal aspect, especially related to weak business management, limited quality of Human Resources (HR), and the crisis of artisan regeneration. This condition significantly hinders the effectiveness of product innovation and the ability of cooperatives to maintain long-term business sustainability.

Research on various cooperatives—ranging from ceramic crafts in Malang, Purun weaving in Banjarbaru, to producers in Batu City—shows that the decline in the number of artisans and the lack of interest of the younger generation are serious threats to production continuity. These findings are consistent with a study on the Andamel Mulyo Abadi Cooperative and Purun artisans, which placed technology-based regeneration and youth empowerment as the main prerequisites in the cooperative's service development and innovation strategy.

In addition to internal factors, a number of studies also highlight chronic external obstacles, such as difficulty in accessing capital, limited production infrastructure, and suboptimal adaptation of digital technology. In the case of cooperatives engaged in the creative economy and handicraft sectors, such as in South Tangerang and Cimahi, limited capital and simple means of production force cooperatives to be in a position to hold and maintain, making it difficult to expand the market aggressively without the intervention of soft credit or the help of modern tools.

Despite facing various obstacles, several studies show great opportunities through product diversification strategies, market penetration, and management digitalization. Cooperatives that are able to innovate business models—such as KSU Pinto Jaya which develops new trading units and digital applications, or Masagena Farmers Cooperative that focuses on fermented cocoa products—have proven to have better competitiveness potential. However, the success of this strategy is highly dependent on the readiness of digital infrastructure and intensive assistance for members who are still stuttering with technology.

Overall, the findings of the study confirm that the development strategy of production cooperatives must focus on five main pillars: (1) human resource regeneration and the involvement of the younger generation for the sustainability of innovation, (2) digital transformation in marketing and management, (3) strengthening capital through strategic partnerships, (4) diversification and legality of products (IPR/Brand), and (5) professionalization of organizational governance. Cooperatives that successfully integrate internal capacity building with digital technology adaptation show brighter prospects in improving the welfare of their members amid fierce market competition.

### Findings from the Reviewed Study:

1. **Management, HR, and Regeneration Capacity Still a Major Challenge** Almost all of the research in the document confirms that production cooperatives face fundamental problems in internal aspects, especially unprofessional management, administrative weaknesses, and the absence of standard governance. This problem is exacerbated by the low quality of human resources, lack of technological literacy, and the crisis of regeneration of artisans in the handicraft sector. The decline in the number of artisans—such as Dinoyo ceramics and Purun weaving—poses a serious threat to production sustainability. Limited technical knowledge, lack of training, and lack of participation of the younger generation also hinder cooperative innovation.
2. **Capital, Infrastructure, and Access to Financing Are Still Weak** Most studies note that cooperatives have difficulty in providing access to sufficient capital to support business development. Minimal capital hinders cooperatives in increasing production capacity, purchasing modern equipment, and expanding the market. In some cases, such as MSMEs fostered by the Lengkong Outlet Cooperative and the Kartika Ardagsema Cooperative in Cimahi, capital limitations cause cooperatives to only be able to survive (hold and maintain). Business infrastructure, such as production facilities, road access, and work tools, is also the main obstacle mentioned in the research on Dinoyo ceramics and Sasaringan Telaga Sari.
3. **Market Opportunities and Partnerships Have Not Been Utilized Optimally** Research shows large variations between cooperatives in their ability to take advantage of market opportunities. Many cooperatives are aware of the market potential, but have not been able to access it due to weak partnership networks, lack of promotion, and lack of a strong digital marketing strategy. However, several cooperatives—such as KSU Pinto Jaya and the Masalena Farmers Cooperative—have succeeded in building collaborations with the government, the private sector, and universities, so that they are more successful in expanding the market and improving product quality. This variation suggests that the cooperative's ability to take advantage of external opportunities is highly dependent on internal capacity and partnership support.
4. **Innovation, Technology, and Digital Transformation Become Differentiators of Cooperative Performance** The difference in cooperative performance in documents is greatly influenced by the level of innovation, technology application, and digitalization of management and marketing. Cooperatives that have started implementing digital transformation—such as website development, application, or online marketing—are more competitive. However, most cooperatives are still lagging behind in terms of digitalization due to low technological literacy, lack of training, and limited tools. This condition is very evident in the case of the post-pandemic INTAKO Cooperative which experienced a decrease in turnover due to the weak digital skills of craftsmen.

## CONCLUSIONS AND SUGGESTIONS

Based on the analysis of ten studies on production cooperatives in Indonesia in the document, it can be concluded that cooperatives have great potential as a driving force for the community-based economy, but various internal and external weaknesses are still serious obstacles. The main challenges of cooperatives include weak organizational governance, low quality of human resources, limited capital and production facilities, and not optimal use of digital technology in management and marketing. The absence of

regeneration of craftsmen in several handicraft cooperatives is also a long-term threat. However, research shows that cooperatives that are able to implement innovation, improve management professionalism, and build strategic partnerships are able to develop more stable and competitive.

To improve the performance of production cooperatives, it is recommended that cooperatives strengthen internal capacity through improving governance, implementing clear SOPs, increasing digital literacy, and targeted HR training. Strengthening access to capital through cooperation with the government, financial institutions, and the private sector is very important to support equipment modernization, production capacity building, and marketing expansion. In addition, cooperatives need to encourage member regeneration, especially in the handicraft sector through technology-based training programs to attract the interest of the younger generation. Optimizing digitalization in recording, marketing, and promotion is also a priority so that cooperatives are more adaptive to market changes. Periodic performance evaluations need to be carried out to ensure that the development strategy runs effectively and the cooperative can provide maximum benefits to members in the long run.

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